



**Tentative Budget FY 2024:
Fire Pay Plan &
Compensation Plan
Proposals**

- 1) Fire Step & Grade Pay Plan Proposal
- 2) Compensation Plan
 - a) Sandy City FTE Count
 - b) Compensation Study Review
 - c) FY 2024 Compensation Plan Proposal
 - d) Proposal Summary

**Fire Pay Plan
Proposal**

FY 2024 Fire Pay Plan Proposal

Timeline July 2022 – Oct 2022

- Eight employees left to other agencies (1 returned)
- The Mayor implemented a 3:2 staffing policy with support and approval from City Council
- Employee meetings with Mayor & Administration
- Internal survey to identify Fire employees' priorities
- One-time funding allocated by City Council to address short-term needs
- Mayor and Council Chair approved a Fire committee to address long-term priorities for pay plan that were identified on internal survey

- Employee Priorities for Pay Scale from July Survey
 - Commitment to fund the step & grade pay plan (73% of fire employees marked this as the 1st or 2nd priority)
 - Commitment to maintain competitive pay to keep up with inflation (69% of fire employees marked this as the 1st or 2nd priority)
 - Opportunities for specialty training
 - Opportunities for career advancement

- Proposed revisions to the Fire Pay Plan:
 - Reduction in number of steps

Position	Current No. of Steps	New No. of Steps
Firefighter/EMT	12	10
Fire Engineer	7	5
Paramedic	12	10
Fire Captain	5	4
Battalion Chief	3	3
Deputy Chief	2	3

- Proposed revisions to the Fire Pay Plan:
 - Career advancement options for EMT's & Paramedics

Senior Firefighter



- 225 approved contact training hours, or 30 college credit hours from an accredited institution AND Qualified to function in one department specialty
- Three years as a full-time firefighter, at least one year with Sandy City (*must be at step 4 or above to move to senior step*)
- 1) Fire Officer I certification; 2) two additional approved career certifications; 3) ADO-pumper & Aerial or Required prerequisites for paramedic school

Senior Paramedic



- 225 approved contact training hours, or Associate degree / 60 credit hours from an accredited institution AND Qualified to function in one department specialty
- Three years as a full-time Paramedic, at least one year with Sandy City (*must be at step 4 or above to move to senior step*)
- 1) Fire Officer I certification or Critical Care/Flight Medic; and 2) two additional approved career certifications or UFRA- SFO or MFO

* Specialties include Haz-Mat Technician, Rope Rescue Technician, SWAT Medic, or NWCG Wildland FF-1

Fire Pay Plan Proposal

- Proposed revisions to the Fire Pay Plan:
 3. Increased pay to match average of 2nd & 3rd highest cities in the valley

Fire Position Ranges				
	Increase to Min	Increase to Max	Increase to Min	Increase to Max
Firefighter/EMT	\$6,136	\$3,370	13%	5%
Engineer	\$9,402	\$1,893	14%	2%
Paramedic	\$9,880	\$8,112	19%	10%
Captain	\$5,054	\$0	6%	0%
Battalion Chief	\$0	\$1,206	0%	1%
Deputy Chief	(\$1,331)	\$4,389	-1%	3%

Fire Employees		
	Avg Dollar Increase	Avg Pctg Increase
Firefighter/EMT	\$5,379	11%
Fire Engineer	\$5,233	7%
Paramedic	\$7,831	12%
Captain	\$1,630	2%
Battalion Chief	\$965	1%
Deputy Chief	\$0	0%



Fire Pay Plan Proposal

Position	1	2	3	4	5	6	7	8	9	10
Firefighter/EMT	\$25.61	\$26.51	\$27.44	\$28.40	\$29.39	\$30.42	\$31.48	\$32.58	\$33.72	\$34.90
<i>Annually</i>	\$53,268.80	\$55,140.80	\$57,075.20	\$59,072.00	\$61,131.20	\$63,273.60	\$65,478.40	\$67,766.40	\$70,137.60	\$72,592.00

Senior Firefighter				\$30.46	\$31.53	\$32.63	\$33.77	\$34.95	\$36.17	\$37.44
<i>Annually</i>				\$63,356.80	\$65,582.40	\$67,870.40	\$70,241.60	\$72,696.00	\$75,233.60	\$77,875.20

Engineer						\$35.91	\$37.17	\$38.47	\$39.82	\$41.21
<i>Annually</i>						\$74,692.80	\$77,313.60	\$80,017.60	\$82,825.60	\$85,716.80

Paramedic	\$30.24	\$31.30	\$32.40	\$33.53	\$34.70	\$35.91	\$37.17	\$38.47	\$39.82	\$41.21
<i>Annually</i>	\$62,899.20	\$65,104.00	\$67,392.00	\$69,742.40	\$72,176.00	\$74,692.80	\$77,313.60	\$80,017.60	\$82,825.60	\$85,716.80

Senior Paramedic				\$35.96	\$37.22	\$38.52	\$39.87	\$41.27	\$42.71	\$44.20
<i>Annually</i>				\$74,796.80	\$77,417.60	\$80,121.60	\$82,929.60	\$85,841.60	\$88,836.80	\$91,936.00

Fire Captain	\$46.36	\$47.98	\$49.66	\$51.40
<i>Annually</i>	\$96,428.80	\$99,798.40	\$103,292.80	\$106,912.00

Battalion Chief	\$56.08	\$58.04	\$60.07
<i>Annually</i>	\$116,646.40	\$120,723.20	\$124,945.60

Deputy Fire Chief	\$67.18	\$69.53	\$71.96
<i>Annually</i>	\$139,734.40	\$144,622.40	\$149,676.80

- 3.5% steps for all positions
- Engineer & Paramedic are same range
- 7.25% increase from EMT or Paramedic to senior level
- For promotions between EMT, Engineer, & Paramedic employees move to the same step
- For promotions to Captain & above, employees move to step 1



- Restructuring of Fire Pay Plan – \$635,000
 - \$500,000 – Structural Pay Plan Changes
 - \$135,000 - Promotions to Senior Positions
 - *This is an estimate. Any EMT or Paramedic would be eligible to move as soon as they meet the qualifications.*

Compensation
Plan

FY 2024 Compensation Plan Proposal

Sandy City FTE Count

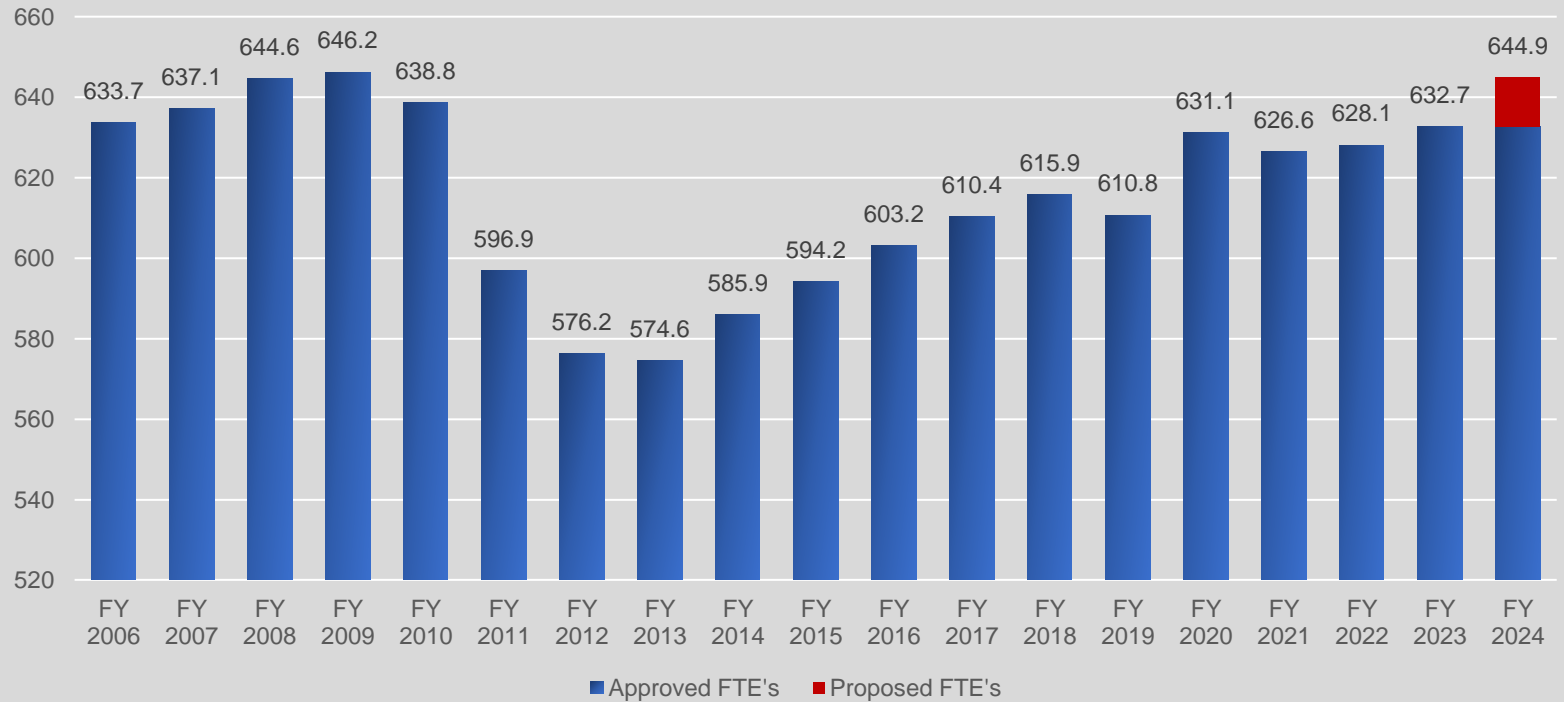
FTE Count

Sandy City Proposed FTE Count for FY 2024		
	FY 2023 Current FTE Count	FY 2024 Proposed Increases to FTE Count
Mayor	4.6	
City Admin.	2.7	0.5
Community Arts	7.7	0.5
Communications	4.0	
Community Events	1.1	
Emergency Mgt.	1.0	1.0
City Council	11.0	
City Attorney	16.5	
Justice Court	16.0	
Administrative Services	56.6	
Police	162.7	1.2
Fire	88.0	8.0
Public Works	58.1	
Parks & Rec	105.7	1.0
Community Development	27.7	
RDA	3.0	
Public Utilities	66.3	
Total	632.7	12.2



FTE Count

Sandy City Total FTE Count FY 2006 – FY 2024



Compensation Study Review

- Sources of Data
 - Internal information
 - Economic data
 - Nation-wide public & private sector surveys
 - Public sector comparison group using a Utah League of Cities & Towns Cluster

Internal Information - Employee Turnover

Annual City Turnover	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Total separations for the city	29	59	61	35	58	86	52	55	54	64
Average number of employees	488	485	483	494	495	494	500	509	518	521
Total average percent turnover	6.0%	12.2%	12.6%	7.1%	11.7%	17.4%	10.4%	10.8%	10.4%	12.3%

2022 Employee Turnover By Pay Band				
Band	Description of Positions	No. of EE's in Band	Separations	Turnover Pctg
Band 2	Clerical & Labor	49	12	24%
Band 3	Crew Leaders, Admin Support, Technicians	152	21	14%
Band 4	Front-Line Supervisors & Professionals	66	4	6%
Band 5	Managers & Professionals	55	3	5%
Band 6	Department Heads & CAO	15	5	33%
Band 9	Sworn Police Positions	126	8	6%
Band 10	Sworn Fire Positions	84	11	13%

□ Economic Data - Consumer Price Index (CPI)

	United States	Utah*
2019	2.3	3.0
2020	1.4	-1.7
2021	7.0	5.9
2022	6.5	9.0
2023 (projected)*	3.0	3.1

**Data Source: Moody's Analytics*

Compensation Study

□ Economic Data - Consumer Price Index (CPI)

Utah CPI vs. Sandy City COLA for 2021 - 2022			
	2021	2022	2021 & 2022 Combined
Utah CPI	5.90%	9.00%	14.90%
Sandy City COLA	6.00%	7.50% (proposed)	13.50%
Difference	0.10%	-1.50%	-1.40%

Social Security COLA vs. Sandy City COLA for 2021 - 2022			
	2021	2022	2021 & 2022 Combined
Social Security COLA	5.90%	8.70%	14.60%
Sandy City COLA	6.00%	7.50% (proposed)	13.50%
Difference	0.10%	-1.20%	-1.10%

**The Sandy City COLA shown for 2021 was given to employees in July 2022. The Sandy City COLA shown for 2022 is what is proposed to give to employees in July 2023. The Social Security COLA for 2021 was given January 2022. The Social Security COLA for 2022 was given January 2023.*



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For the 12-month period ending March 2023, the “all items” consumer price index increased 5.0 percent across the United States and 6.0 percent across the Mountain Region. During that same 12-month period real average hourly earnings for all employees decreased 0.7 percent.

- Bureau of Labor Statistics

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Thanks to a tight labor market, salary budgets in 2023 are expected to grow the highest increase on record since 2008.

- The Conference Board

“

U.S. employers added 236,000 new jobs in March, holding to expectations, and the unemployment rate dipped to 3.5 percent, according to the latest employment report from the U.S. Bureau of Labor Statistics.

The March BLS report shows that employers are starting to pull back on hiring after strong job growth the first two months of the year as U.S. job openings fell below 10 million for the first time in nearly two years. The uber-resilient labor market is gradually showing some signs of losing steam amid the Federal Reserve's efforts to cool inflation by raising interest rates.

- Roy Maurer, Society for Human Resource Management

“

The three industries that contributed the most to job gains in March were health care services, leisure and hospitality, and the public sector, accounting for 72 percent of all net new jobs added. Notably, technology companies continue to create jobs despite headlines of tech layoffs, adding 6,000 jobs in March. The overall strength of job creation, has thus far offset the job losses seen in construction and finance, but uncertainty remains about the extent to which those layoffs may ripple through the broader labor market.

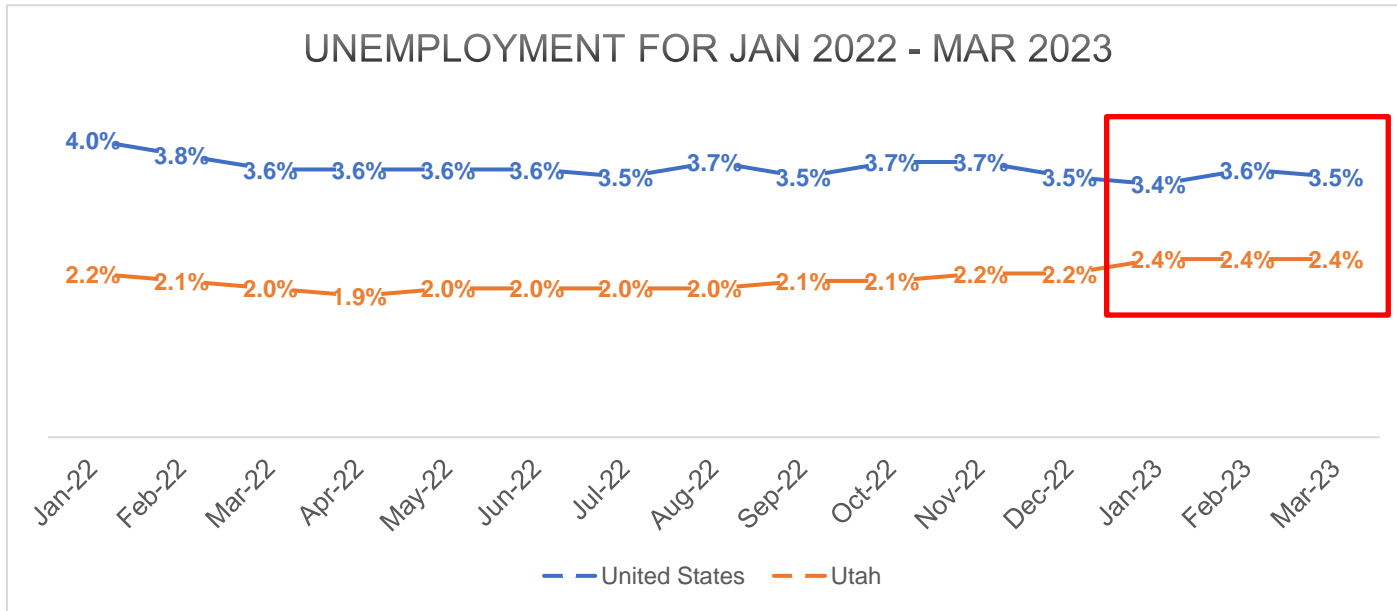
- Roy Maurer, Society for Human Resource Management

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While there is a general expectation that the national economy will slow in 2023, Utah's economy is expected to remain strong.

- Mark Knold, Department of Workforce Services' Chief Economist

□ Economic Data - Unemployment Rate



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The Utah labor market continues to show strength through the first three months of 2023. Layoffs remain low, and finding adequate labor to fill open jobs remains a challenge. But even in the face of this challenge labor is being found, as the economy has added 44,100 new jobs over the past year. The rate of job openings is down from the COVID-era peak of a year ago, yet they still remain higher than anything seen before the pandemic. Available jobs are still plentiful.

- Mark Knold, Department of Workforce Services' Chief Economist

- Total Compensation Survey
 - Survey includes 10 cities + UPD & UFA
 - Survey includes pay & benefits for 45 positions
 - 67% of employees are represented
 - All departments are represented
 - All pay bands are represented

Compensation Study

Results of Compensation Survey

Summary - Fire Positions

% of Min, Max & Act. Avg. Above Group Avg. 67%

% of Min, Max & Act. Avg. Below Group Avg. 33%

Summary - Police Positions

% of Min, Max & Act. Avg. Above Group Avg. 67%

% of Min, Max & Act. Avg. Below Group Avg. 33%

Summary - Public Employee Positions

Band	Number of Positions in Band	% of Min, Max & Act. Avg. Above Group Avg.	% of Min, Max & Act. Avg. Below Group Avg.	Type of Positions
2	5	13%	87%	Clerical & Labor
3	7	24%	76%	Crew Leaders, Admin Support, Technicians
4	8	21%	79%	Front-Line Supervisors & Professionals
5	12	25%	75%	Managers & Professionals
6	2	17%	83%	Department Heads & CAO
Total		22%	78%	

Compensation Study

Sandy City, Utah Pay Scale - Budget FY 2023 Executive Summary - All Positions			
City to Market Ratio			
BAND	MIN.	MAX.	ACT. AVG.
2	0.96	0.94	0.98
3	0.95	0.92	0.98
4	1.02	0.99	1.02
5	1.06	0.98	1.05
6	0.94	0.93	0.96
City-Wide Avg.	1.00	0.97	1.01

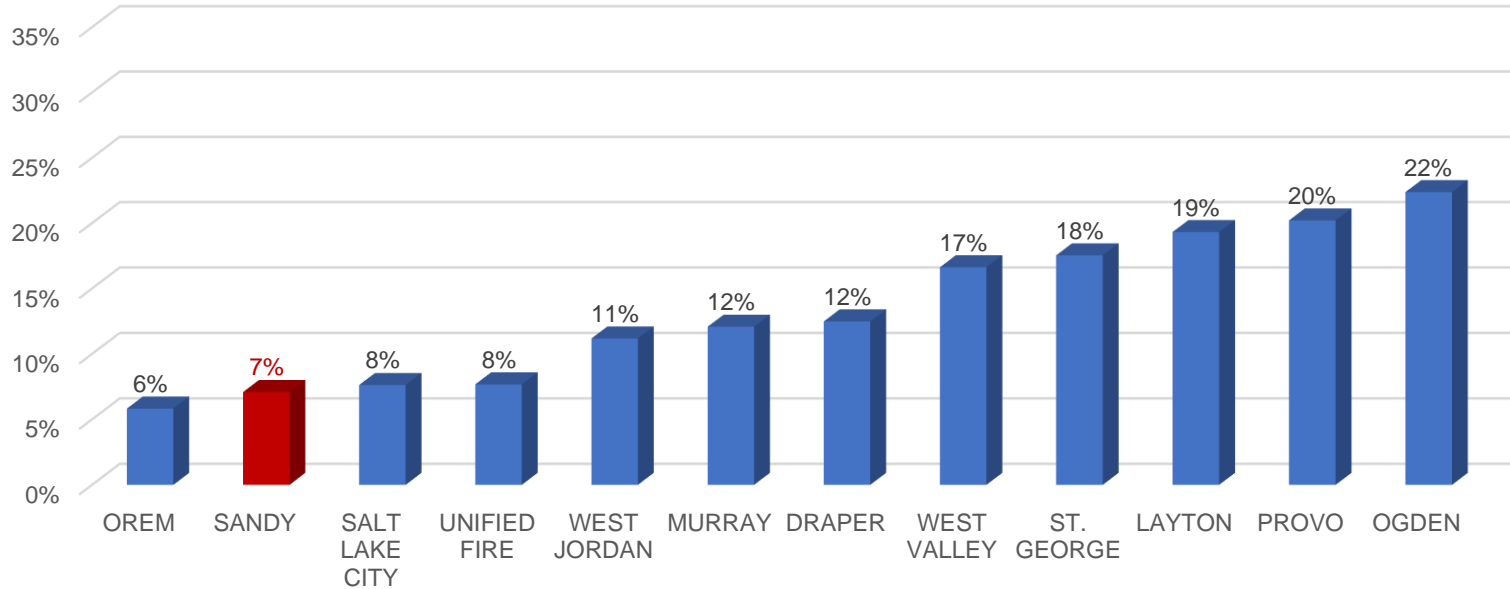
Sandy City, Utah Pay Scale - Budget FY 2023 Executive Summary - Excluding Fire & Police			
City to Market Ratio			
BAND	MIN.	MAX.	ACT. AVG.
2	0.96	0.94	0.98
3	0.94	0.92	0.97
4	0.97	0.97	0.97
5	0.94	0.92	1.00
6	0.94	0.93	0.96
City-Wide Avg. w/o Fire & Police	0.95	0.93	0.98

**Dark green shading on the chart on the right identifies the numbers that changed from the Executive Summary for All Positions.*



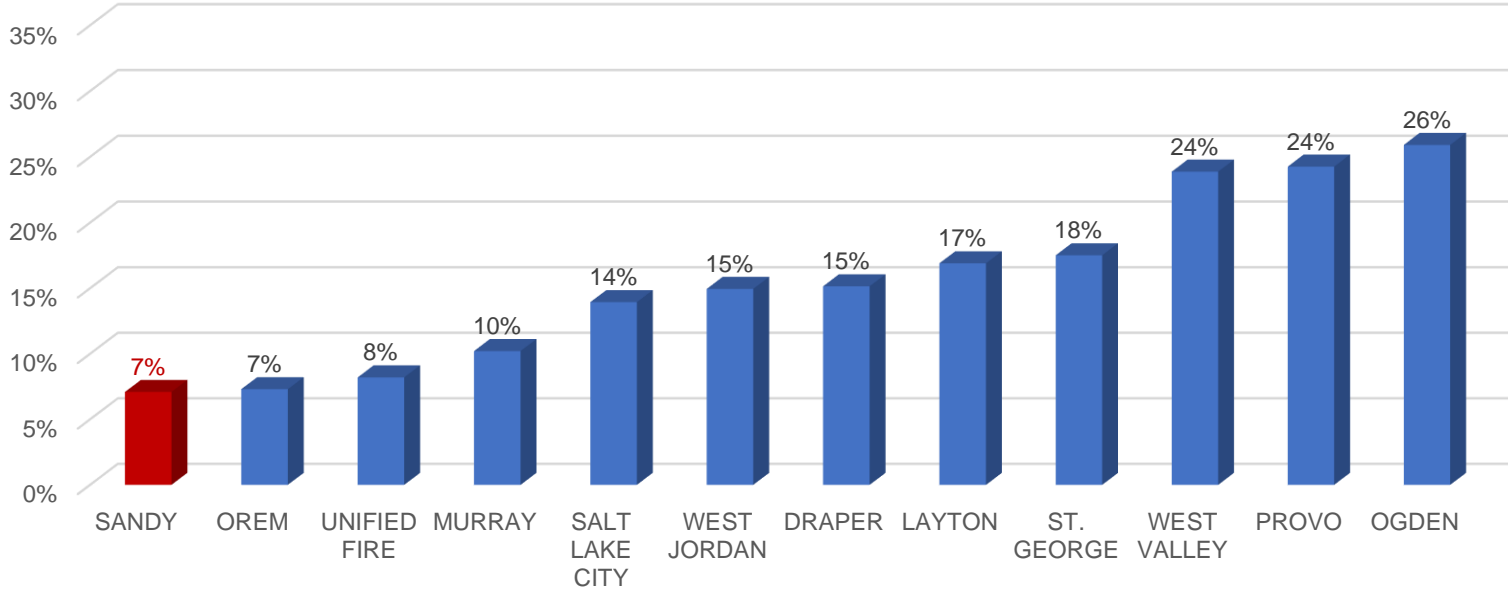
Compensation Study

Average Increases to Range Minimums for All **Fire** Positions on Compensation Survey from FY21 - FY23



Compensation Study

Average Increases to **Range Maximums** for All **Fire** Positions on Compensation Survey from FY21 - FY23



Compensation Study

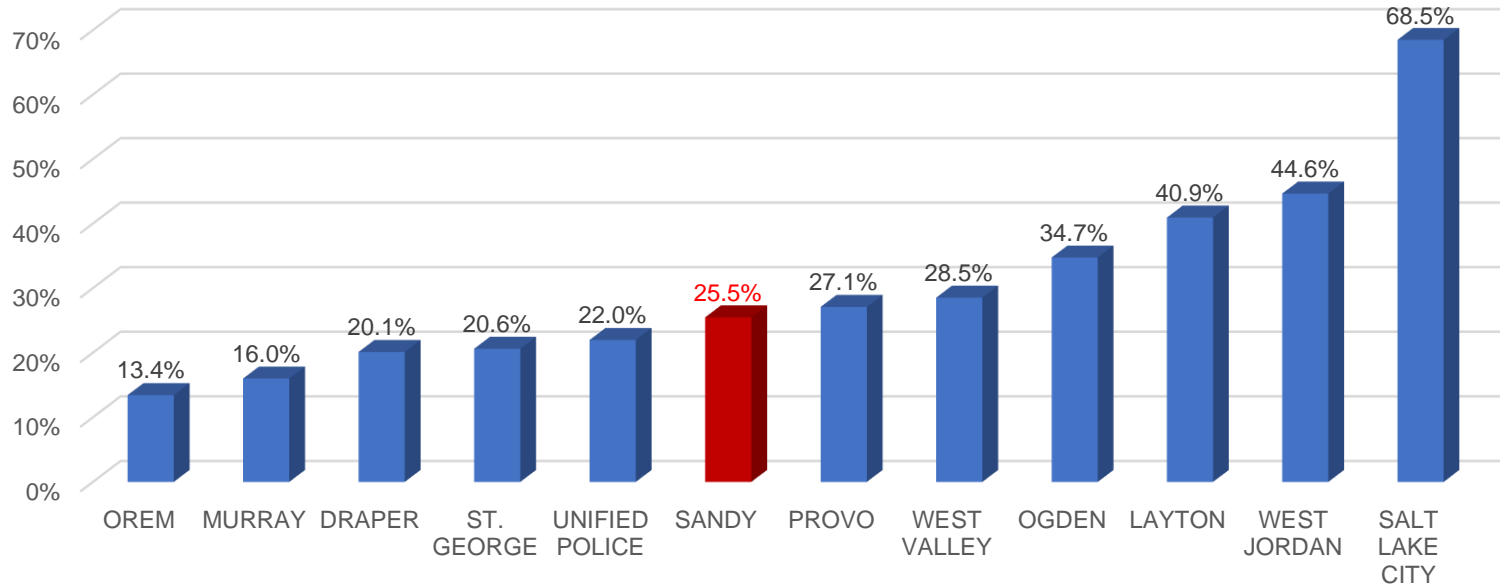
Results of Compensation Survey: Comparison Between FY 2021 Survey & FY 2023 Survey

Summary - Fire Positions	
FY 2021	
% of Min, Max & Act. Avg. Above Group Avg.	94%
% of Min, Max & Act. Avg. Below Group Avg.	6%

Summary - Fire Positions	
FY 2023	
% of Min, Max & Act. Avg. Above Group Avg.	67%
% of Min, Max & Act. Avg. Below Group Avg.	33%

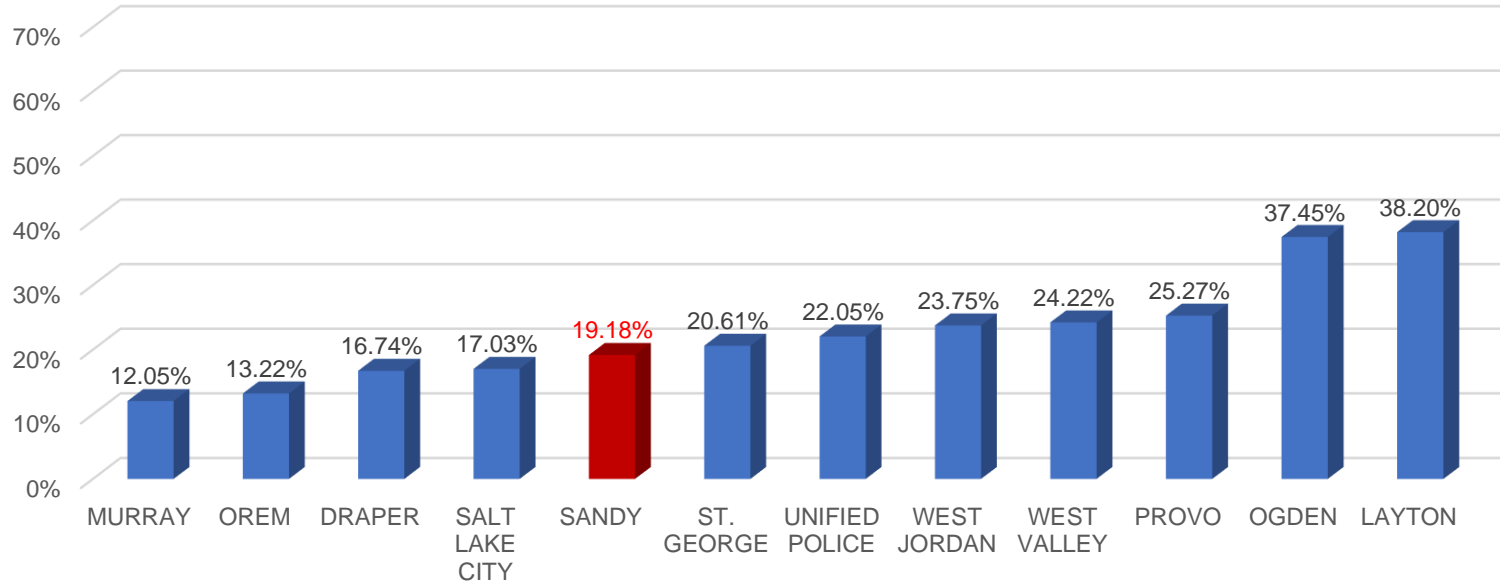
Compensation Study

Average Increases to **Range Minimums** for All **Police** Positions on Compensation Survey from FY21 - FY23



Compensation Study

Average Increases to **Range Maximums** for All **Police** Positions on Compensation Survey from FY21 - FY23



Compensation Study

Results of Compensation Survey: Comparison Between FY 2021 Survey & FY 2023 Survey

Summary - Police Positions

FY 2021

% of Min, Max & Act. Avg.
Above Group Avg. 73%

% of Min, Max & Act. Avg.
Below Group Avg. 27%

Summary - Police Positions

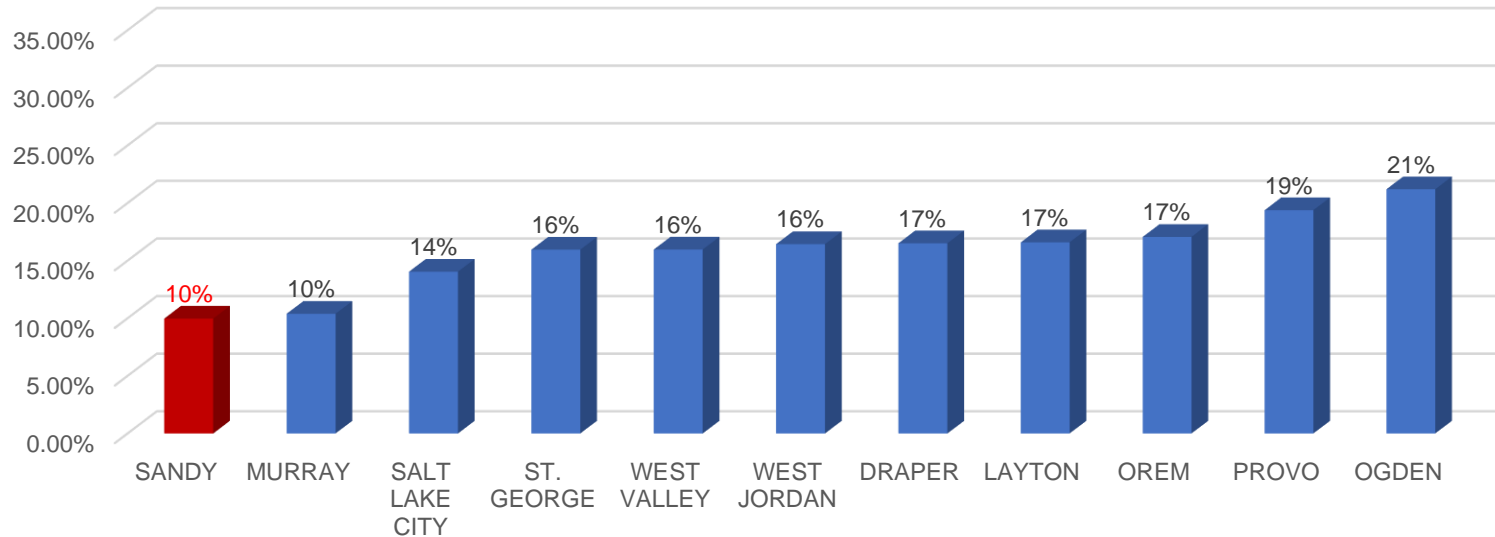
FY 2023

% of Min, Max & Act. Avg.
Above Group Avg. 67%

% of Min, Max & Act. Avg.
Below Group Avg. 33%

Compensation Study

Average Increases to **Range Minimums** for All **Public** Positions on Compensation Survey from FY21 - FY23

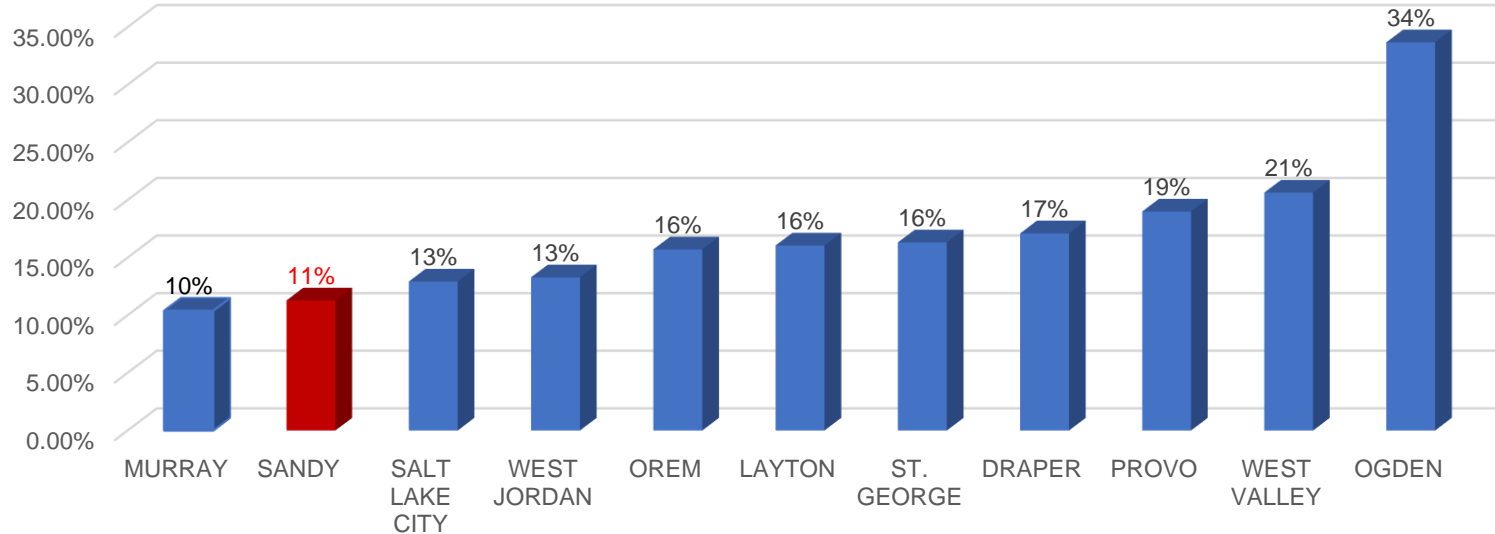


**The Sandy 10% average includes position reclassification & targeted adjustments given to employees in pay bands 2-3 in FY2022. Other cities percentages would also include any reclassifications or targeted market adjustments in addition to COLA increases.*



Compensation Study

Average Increases to Range Maximums for All **Public** Positions on Compensation Survey from FY21 - FY23



**The Sandy 11% average includes position reclassification & targeted adjustments given to employees in pay bands 2-3 in FY2022. Other cities percentages would also include any reclassifications or targeted market adjustments in addition to COLA increases.*



Compensation Study

Results of Compensation Survey: Comparison Between FY 2021 Survey & FY 2023 Survey

Summary - Public Employee Positions FY 2021

Band	Number of Positions in Band	% of Min, Max & Act. Avg. Above Group Avg.	% of Min, Max & Act. Avg. Below Group Avg.
2	5	20%	80%
3	6	33%	67%
4	9	37%	63%
5	11	58%	42%
6	2	50%	50%
Total		41%	59%

Summary - Public Employee Positions FY 2023

Band	Number of Positions in Band	% of Min, Max & Act. Avg. Above Group Avg.	% of Min, Max & Act. Avg. Below Group Avg.
2	5	13%	87%
3	7	24%	76%
4	8	21%	79%
5	12	25%	75%
6	2	17%	83%
Total		22%	78%

Compensation
Plan

FY 2024 Compensation Plan Proposal

Compensation Plan Goals:

- • Make ranges competitive with comparison cities
- • Keep up with inflation
- • Fund step & grade pay plan for Police & Fire
- • Fund performance evaluation adjustments to allow non-sworn employees to move through ranges
- • Fund benefit increases

Compensation Plan Proposal

	Dollar Increase	Percentage Increase
General & Governmental Funds	\$4,680,000	8.5%
Total – All Funds	\$5,630,000	8.7%

Compensation Plan Proposal Includes the Following:

- ❑ COLA Increase to All Ranges
- ❑ Targeted Market Increase for Public Employees
- ❑ Step & Grade (sworn) / Performance Evaluation Adjustments (non-sworn)
- ❑ Fixed Benefit Increase

- COLA Increases to All Positions
 - 7.5% Increase - \$4,000,000 (City-wide)
 - *Sworn – Police & Fire*
 - *Public – City-wide*
 - *Seasonal & Part-time Non-Benefitted – City-wide*

- Targeted Market Adjustment for Public Employees
 - 2.25% Increase - \$635,000 (City-wide)

- Sworn – Police & Fire
 - Step Increase (*3%, 3.5%, or 4% depending on position*) - \$800,000

- Non-sworn (City-wide)
 - 3% Performance Evaluation Adjustment - \$850,000

- Fixed Benefits (City-wide) - \$550,000
 - 7% premium increase for health plan
 - Increase to SCOPE Clinic costs
 - No increases to dental plan, EAP or life Insurance
- Variable Benefits – No increase

**Compensation
Plan**

**FY 2024 Compensation Plan
Proposal Summary**

Compensation Plan Proposal Summary

	General & Governmental Funds	Total – All Funds
Turnover & Other Savings	(\$965,000)	(\$990,000)
Savings from Change in Pay Periods	(\$190,000)	(\$215,000)
7.5% Cost of Living Increase	\$3,440,000	\$4,000,000
2.25% Market Increase	\$485,000	\$635,000
Sworn Step & Grade Pay Plan	\$800,000	\$800,000
Non-Sworn 3% Performance Eval Adj	\$650,000	\$850,000
Fixed Benefits Increase	\$460,000	\$550,000
Net Increase	\$4,680,000	\$5,630,000

THANKS!

Any questions?